

THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON, D.C.

MINUTES OF THE REGULAR MEETING OF
THE FACULTY SENATE HELD ON FRIDAY, NOVEMBER 9, 2007
IN THE STATE ROOM, 1957 E STREET, N.W.

Members Present: President Knapp, Executive Vice President for Academic Affairs Lehman, Registrar Amundson and Parliamentarian Johnson; Deans Barratt and Whitaker; Professors Artz, Biles, Castleberry, Corry, Costanza, Delaney, Englander, Gallo, Griffith, Harrington, Helgert, Johnson, Marotta, Pagel, Robinson, Wilmarth, Wirtz, and Yezer

Members Absent: Deans Brown, Futrell, Katz, Lawrence, Phillips, Scott, and Tong; Professors Becker, Cordes, Galston, Garriss, Parsons, Pelzman, Rycroft, Simon, and Wade

The meeting was called to order by President Knapp at 2:17 p.m.

CHANGE IN THE ORDER OF THE AGENDA

As President Knapp indicated he had to leave the meeting by 3:30 p.m., Professor Robinson moved that the order of the agenda be changed so that he could present the Chair's Remarks as the first item of business. The motion was seconded and approved.

CHAIR'S REMARKS

President Knapp spoke briefly about the posting of various symbols on campus, and the resultant controversy and media publicity. This has been a very difficult period for the University, as it came under a good deal of pressure to issue statements about these symbols before all of the facts were in hand, or quickly declare that the repeated drawing of swastikas on a residence hall door constituted hate crimes directed at GW's Jewish students. President Knapp indicated that he thought this pressure was properly resisted, and shared with the Senate that administrators suspected some time before the whole truth came to light that the origin of the swastikas might be very different from what everyone supposed. This information, of course, could not be shared due to the risk that publicity would jeopardize the University's ability to resolve the case. The University also declined to publicize the placement of hidden cameras in the residence halls to catch the individual(s) responsible, as this could obviously have compromised the investigation. Following deployment of hidden cameras, two individuals were apprehended and confessed to posting the symbols.

President Knapp related that there had been similar confusion about a previous incident, in which a flier was distributed on campus satirizing an Islamo-Fascism Awareness Week sponsored by the GW chapter of the Young America's Foundation. The flier was signed by a group calling itself the Coalition for Conservativo-Fascism Awareness Week. It was evident from this and other aspects of the flier, which included the portrayal of a figure in Arab garb, that the posting was intended as a satirical, if crude, gesture, and that the YAF was in all likelihood not the responsible party. President Knapp indicated that he had not, as reported, attacked the Young America's Foundation, nor had he threatened to expel a student when it appeared that the incident originated with a conservative organization, and then retreated from this position when it became evident that a left-leaning organization was responsible. He also he said he thought he had made it clear from the outset that these incidents would be dealt with in the customary manner by Student Judicial Services, and he added that he did not think it appropriate, nor did he threaten, to intervene in that process.

Summing up, President Knapp said he thought that despite the negative media attention and personal hate mail generated, a positive outcome had come about when student leaders organized a town meeting in which he participated, to discuss these incidents. President Knapp said that in his first three months here at GW, he has been consistently impressed by how very articulate, thoughtful, and sophisticated the University's student leaders are. A large number of students came to the meeting, and although there was some disagreement about the ideal way to handle difficult situations like these, the tone was extremely respectful and collegial. President Knapp said that he had talked about the analogy between student self governance and faculty self governance, and how the values of the institution are not something that can simply be established and unilaterally imposed on the community. If the values of mutual respect, open debate and civility are to be instilled in our students, students themselves must take a leadership role in defining their culture, a task which they are certainly up to.

President Knapp then expressed gratitude to all of the people involved in planning for the events surrounding the Presidential Inauguration next week. Three themes of the week's events leading up to the Inauguration ceremony on Friday include the University's partnerships with institutions and agencies in Washington D.C. and the metropolitan region; a second showcases research, and the third explores the many facets of GW as a lifelong and worldwide community. President Knapp said he hoped that the focus of the week's events would center upon celebrating the University's achievements and its future direction rather than the installation of a new President. He then invited Senate members to take part in as many of the week's activities as their schedules would permit.

APPROVAL OF THE MINUTES

The minutes of the meeting held on September 7, 2007, were approved as distributed.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

ANNUAL REPORT ON THE COLLEGE OF PROFESSIONAL STUDIES

Dean Roger Whitaker thanked the Senate for the opportunity to present his Annual Report. In addition to projecting the Powerpoint slides he had prepared at the meeting, he distributed hard copies of the presentation to everyone present. (The Report is attached.)

Dean Whitaker presented material about the College of Professional Studies (CPS) in two segments, the first centering on the College's support of the University's off-campus programs, and the second on academic initiatives unique to CPS. The Report includes information on the organizational structure of CPS, including the membership of the Dean's Council, Off-Campus and Virginia Campus programs, including enrollment and financial data. Information on new academic programs and program development in CPS, along with enrollment and financial results is also included in the Report, along with selected demographic information about CPS students. Strategic priorities for the future are also listed in the Report.

Dean Whitaker began his presentation by briefly reviewing the origin of the CPS, which built upon the capacity of the former Division of University Programs unit. Like the Division it replaced, CPS supports the administration of off-campus programs of the Columbian College of Arts and Sciences (CCAS), the School of Business (SB), the School of Engineering and Applied Science (SEAS), and the Graduate School of Education and Human Development (GSEHD). The mission of the College is closely tied to the second goal of the University's Strategic Plan for Academic Excellence, which is "to solidify, strengthen and strategically expand graduate professional education, including programs that meet the needs of mid-career and continuous learning audiences."

Overall, GW offers 47 graduate programs at 13 different sites [including the Virginia Campus] outside the boundaries of the Foggy Bottom campus. 34 of these are degree programs and the balance are graduate certificate programs some of which stand alone, and others which articulate as part of a Master's degree program. Another 8 on-site contract programs are conducted at locations provided by entities that execute Memoranda of Understanding with GW. In addition, the College has developed eleven new programs of its own as well as assuming responsibility for three Graduate School of Political Management programs transferred from CCAS.

Enrollment data for Off-Campus and Virginia Campus programs is also contained in the CPS report. Enrollments in off-campus programs of the School of Medicine and Health Sciences are not reported in this section as they are tracked separately. Since fall 1998, the number of CPS students in the Off-Campus category has increased from 3,017 to 3,799 at present. As a second group of Landscape Design students has yet to register this semester, these numbers will increase. At the Virginia Campus, where enrollments are tracked separately, the number of students has fallen over that period from 588 to 477. With the addition of approximately 1,000 students to Off-campus programs in the past two years, enrollment growth has been significant, which has helped to make up enrollment declines which occurred in 2004 due largely to reductions in the Engineering School program with NASA-Langley. The enrollment increases are due largely to robust contract programming between SEAS, Lockheed Martin, and Booz-Allen, and GSEHD programs which enroll

students from local and regional school systems. Approximately 45% of the 481 sections conducted off-campus are taught by full-time faculty.

Reporting on Off-campus financial results [this chart also includes revenues from CPS's academic offerings] Dean Whitaker pointed out that 55,537 graduate credit hours have been taught in Off-campus programs in the past year and this has generated \$37.7 million in revenue. Dean Whitaker noted that the number of credit hours does not automatically track against tuition revenue in this chart, as tuition charged for off-campus programs varies from that charged for on-campus courses, largely because no financial aid is offered for off-campus students, and tuition must be adjusted to compensate for that. Because no discount rate is applied to off campus tuition, net revenue is often greater than that from on-campus programs, although this varies by school.

Turning to academic program development in CPS, Dean Whitaker's Report details enrollments from fall 2003 through fall, 2007. Enrollments in these programs have increased significantly since fall, 2005 from 239 to 643 with further increases expected, as noted above, in the Landscape Design enrollment figures this fall. A listing of new CPS programs appears facing page 14 of the Report; new program enrollments account for 398 of the total reported above.

Dean Whitaker next summarized the overall financial results for FY '07. CPS program revenue of approximately \$6.5 million was offset by expenses of approximately \$4 million, for a net margin of more than \$2.5 million. In terms of off-campus program services provided, another \$3.25 million in expenses was incurred by CPS. These expenses are not booked to the participating schools, but come directly from the College's budget. Dean Whitaker said he could not provide a full picture of other expenses which offset the \$37.7 million revenue total for the University as these are embedded in the individual school budgets.

Dean Whitaker then described key characteristics of CPS students. Some 23% of students enrolling in Master's level programs already have earned an advanced degree, Master's, Doctorate, or Law degree. 23% of CPS students reside in the District of Columbia, and the same percentage resides in Maryland. 37% reside in Virginia, and 17% live elsewhere. The average age of CPS students is 38; nearly 70% are female, and 40% are visible minorities. On a personal note, Dean Whitaker shared two stories about students - one in Police Science, and the other in Landscape Design - who participated in the College's recognition ceremonies for recipients of graduate certificates.

For the future, the College plans to develop and scale new programs, while advocating a regional market strategy. An Assistant Dean for Student Success has been hired, and faculty development will be a priority. CPS also hopes to define a research agenda. CPS organizational culture is evolving by making flextime and telecommuting options available to employees. Though reserve funds are modest, Dean Whitaker said he would like to award bonuses to employees who complete a degree program at GW as there is currently no recognition of this achievement on the part of the Human Resources Office in increasing salary levels for these employees. The College also plans to develop service projects in which employees will be encouraged to participate one day per month.

Professor Griffith asked if the tuition revenue CCAS receives from its off-campus programs is reduced by expenses. Dean Whitaker said that all of this revenue goes back to CCAS as part of its unified budget and expenses are not charged as they are part of the overhead contribution and margin negotiated between each school and the University.

Professor Helgert asked Dean Whitaker to comment briefly on its experience with Embanet and whether or not he could recommend that other units in the University utilize this company's services. Dean Whitaker said he did not think CPS has had enough experience with this online provider yet to come to any firm conclusions. Two of three online courses delivered using the company's online marketing strategies, 24/7 tech support, and customer service are satisfactory, but the third is a bit shaky. Boston University and other institutions have contracted with Embanet successfully, and it is appealing because educational institutions control all of the academic aspects of a project, and Embanet contracts to provide services at no financial risk to the institution. However, in return for services rendered, GW gives up a large portion of revenue which is only partially reduced by charging a higher fee for online courses.

GENERAL BUSINESS

I. NOMINATION FOR ELECTION TO THE STEERING COMMITTEE ON UNDERGRADUATE CURRICULUM REVIEW

Professor Robinson explained that the election by the Senate of a faculty member from the School of Public Health and Health Services to the Steering Committee was prompted by a request from Dean Ruth J. Katz. Professor Robinson then moved the nomination of Professor Brian L. Biles, and the nomination was approved.

II. NOMINATIONS FOR ELECTION TO SENATE STANDING COMMITTEES

Professor Robinson moved the nominations of the following faculty members to Senate Standing Committees: Appointment, Salary, and Promotion Policies: Murli M. Gupta, Acting Chair; Margaret M. Plack and Moses S. Schanfield, members; Physical Facilities: Mark Starik. The nominations were approved.

III. REPORT OF THE EXECUTIVE COMMITTEE

Professor Robinson presented the Report of the Executive Committee, which is enclosed. She also distributed copies of the Executive Committee Report presented to the Academic Affairs Committee of the Board of Trustees at their meeting in October, 2007, and requested that this report be included with the minutes of the meeting. (The Report is enclosed.)

A short discussion followed Professor Robinson's report that about half of the University has formulated emergency preparedness plans. She requested that Senate members inquire about the status of emergency planning in their schools, particularly those which do not yet have final plans in place. Vice President Lehman advised that all of the

schools have emergency and contingency plans in one form or another, however, these plans expire and thus, it is necessary to have the schools continually review and update these. It is also necessary for units to have in place a continuous education process about the plans.

Professor Gallo reported that in the School of Medicine and Health Sciences, emergency plans have not been satisfactorily communicated to end users. She expressed concern that this situation may be true in other schools. She added that she has been trying very hard to get important emergency information condensed and put upon a card so it could be easily referenced, as it is unlikely that people will be in a position to read through a five-inch thick manual in the event of an emergency. Professor Robinson agreed with Professor Gallo's observation about the importance of end user education. Vice President Lehman referenced his earlier comments about the responsibility of the schools and department chairs to continuously educate their members about emergency plans. He also said he appreciated the Senate's support of emergency preparedness efforts.

Professor Englander asked if there was an emergency alert system in place, other than text message-based updates. President Knapp reminded the Senate that a task force was created this fall to review GW's emergency preparedness planning in light of the 200 recommendations emerging from the investigation of the Virginia Tech incident. He said he expected to have the task force's final report very soon and would share that information once he had reviewed it. President Knapp said that it was clear from the briefings he had received on this subject that GW has already done a lot of work in this area and there are a number of different alert systems in place. The University has also just received a national award for its emergency preparedness effort. He said he agreed that access to timely and accessible information and appropriate communication are key elements in any successful emergency plan.

Discussion followed. Vice President Lehman pointed out that in addition to the text messaging system in place, a number of buildings on campus are equipped with digital display screens which can broadcast emergency information. Dean Barratt noted that emergency information had been provided early in the semester to faculty and students along with their class syllabi. Vice President for Communications Michael Freedman noted that campus police vehicles are now equipped with bullhorns and can drive through the campus during an emergency using these to transmit emergency information, particularly to people who are not at their computers. GW also has a means of providing information to local radio stations, particularly WTOP; this is important because portable transistor radios are a first line of information dissemination in an emergency. Assistant Vice President for University Relations Chris Kormis reported that her department works very closely with the Office of Public Safety and Emergency Management to transmit information concerning emergencies. In addition to the Campus Advisories System, a new tool will be rolled out very soon which will sound an alarm signal and generate a crawler across University computer screens to provide emergency information. This system will function whether people are using word processing or other programs, or accessing the Internet, and there is no need for faculty to subscribe to the service. Initially, students will have to subscribe to receive this service. Finally, the University has an agreement with the D.C. government which allows members of the campus community to subscribe to the Alert D.C. system.

IV. TRIBUTES TO RETIRING FACULTY

Professor Robinson read a tribute to Gregory L. Ludlow, Professor Emeritus of French and International Affairs, and Professor Diana E. Johnson read a tribute to John E. Ziolkowski, Professor Emeritus of Classics. (The Tributes are attached.)

BRIEF STATEMENTS (AND QUESTIONS)

Professor Yezer said he had noted President Knapp's remarks about tuition in *The Hatchet*. He said his conversations with colleagues at other institutions indicate that they think the high tuition at GW is a joke. In the popular press, the University also seems to have become the poster child for overcharging students. Professor Yezer said he hoped that if the Knapp era was to be different budgetarily from the Trachtenberg era, President Knapp would start by having next year's tuition for freshmen remain at the same level as this year's. He observed that tuition revenue would still rise because incoming freshmen will replace a senior class with lower tuition. Professor Yezer also said he wished the University would adopt a policy of ceasing the large transfer of funds from the operating to the capital budget, which policy is largely responsible for the high tuition GW charges. The University also needs to consider carefully the costs of acquiring and constructing new space. He added that the projected cost of \$150,000 per bed for a new residence hall seems exorbitant, particularly when a two bedroom condominium which could house four students can be purchased for \$450,000. Finally, on an unrelated subject, Professor Yezer indicated that he had tried to schedule classroom space on a Saturday to provide a review session before midterm exams for a class of 270. Even though he indicated he would accept any timeband between 8 a.m. and 3 p.m. no adequate classroom space was available as it had all been made available for off-campus users. One of his colleagues encountered the same difficulty.

Following Professor Yezer's remarks, President Knapp indicated he had to leave, and Vice President Lehman assumed the Chair.

Professor Gallo asked about the relationship between the Steering Committee on Undergraduate Curriculum Review and the Curriculum Committees in the schools, as this question had surfaced at a meeting in the Columbian College. Professor Robinson indicated that the Steering Committee would provide coordination across the schools for work that would proceed in the individual schools teaching undergraduates. Vice President Lehman added that three of the undergraduate Schools, the SB, SEAS, and ESIA have all over the past year begun to examine their undergraduate curricula. Because undergraduate education in these Schools is so closely connected to the CCAS, curricular plans cannot be finalized without taking into consideration plans formulated by CCAS. Although the School of Public Health and Health Services does not teach undergraduates until the junior year, the same holds true. Vice President Lehman also confirmed it would be the role of the Steering Committee to coordinate the process across schools.

Professor Robinson asked for and received the privilege of the floor for Vice President Freedman to brief the Senate on activities planned for the Presidential Inauguration Week.

Vice President Freedman was accompanied by the University Marshal, Jill Kasle, and Assistant Vice President for University Relations, Chris Kormis. Folders were distributed containing information about the upcoming week's activities, which included a day-by-day schedule of events as well as a guide to lineup and seating information for the installation ceremony. Vice President Freedman said he was gratified to report that over 240 faculty members had already indicated their wish to be included in the academic procession for the event. Outreach for the week's activities has been extensive; for Friday's ceremony, this included the distribution of save the date cards in July, an e-mail from Chairman of the Board of Trustees Russell Ramsey in September, and in early October, over 5,000 invitations were issued. Each full-time faculty member should have received one of these formal invitations, and Vice President Freedman indicated that if they had not, an RSVP card was included in each folder, and it was not too late for faculty members to decide to attend. He said he also thought that Vice President Lehman had issued a communication to faculty about the inauguration some time before last week's e-vite was sent. This e-vite was also sent to 8,000 alumni who live in the local area. Vice President Freedman concluded his remarks by providing a telephone number and the address of the website at inauguration.gwu.edu for those who need further information.

ADJOURNMENT

There being no further business before the Senate, and upon motion made and seconded, the meeting was adjourned at 3:44 p.m.

Elizabeth A. Amundson

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Secretary



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College of Professional Studies

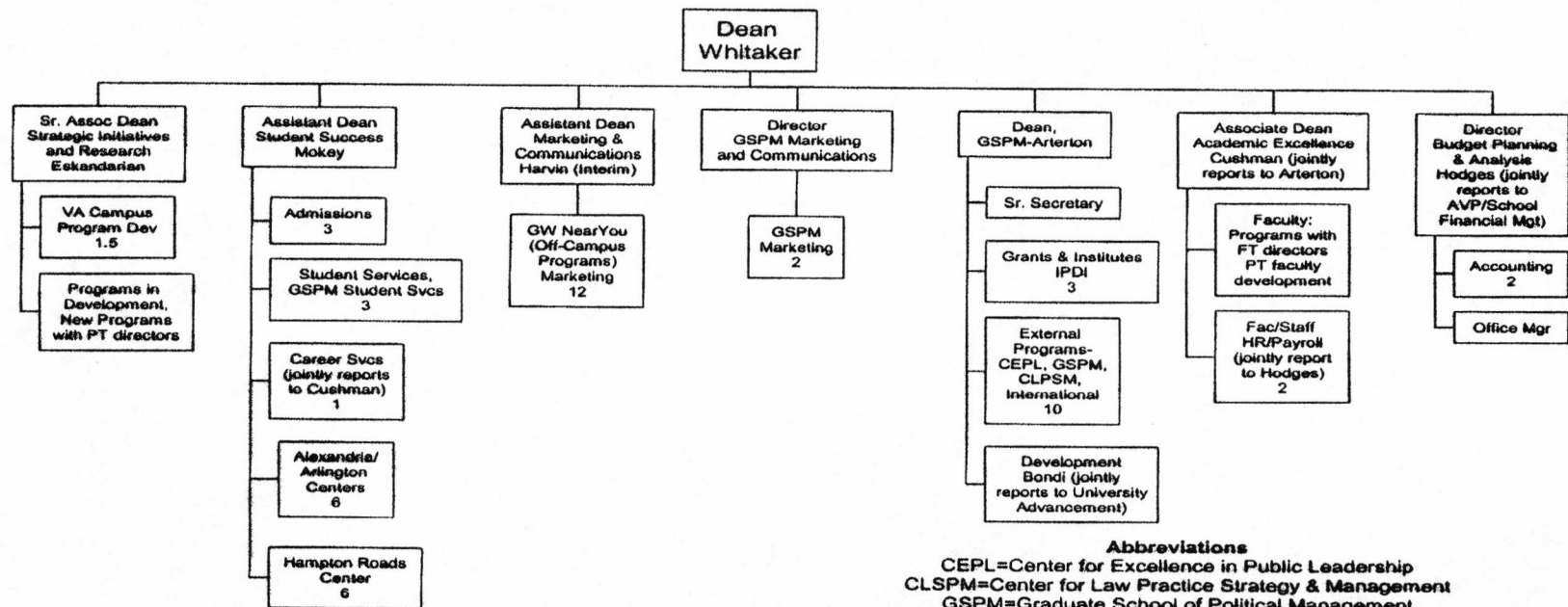
Presentation to Faculty Senate

Roger Whitaker, Dean

November 9, 2007

College of Professional Studies Organizational Chart

College of Professional Studies October 2007



Abbreviations

CEPL=Center for Excellence in Public Leadership
CLSPM=Center for Law Practice Strategy & Management
GSPM=Graduate School of Political Management
IPDI=Institute for Politics, Democracy & the Internet

Total FTE
Staff=54.5
Regular Faculty=14



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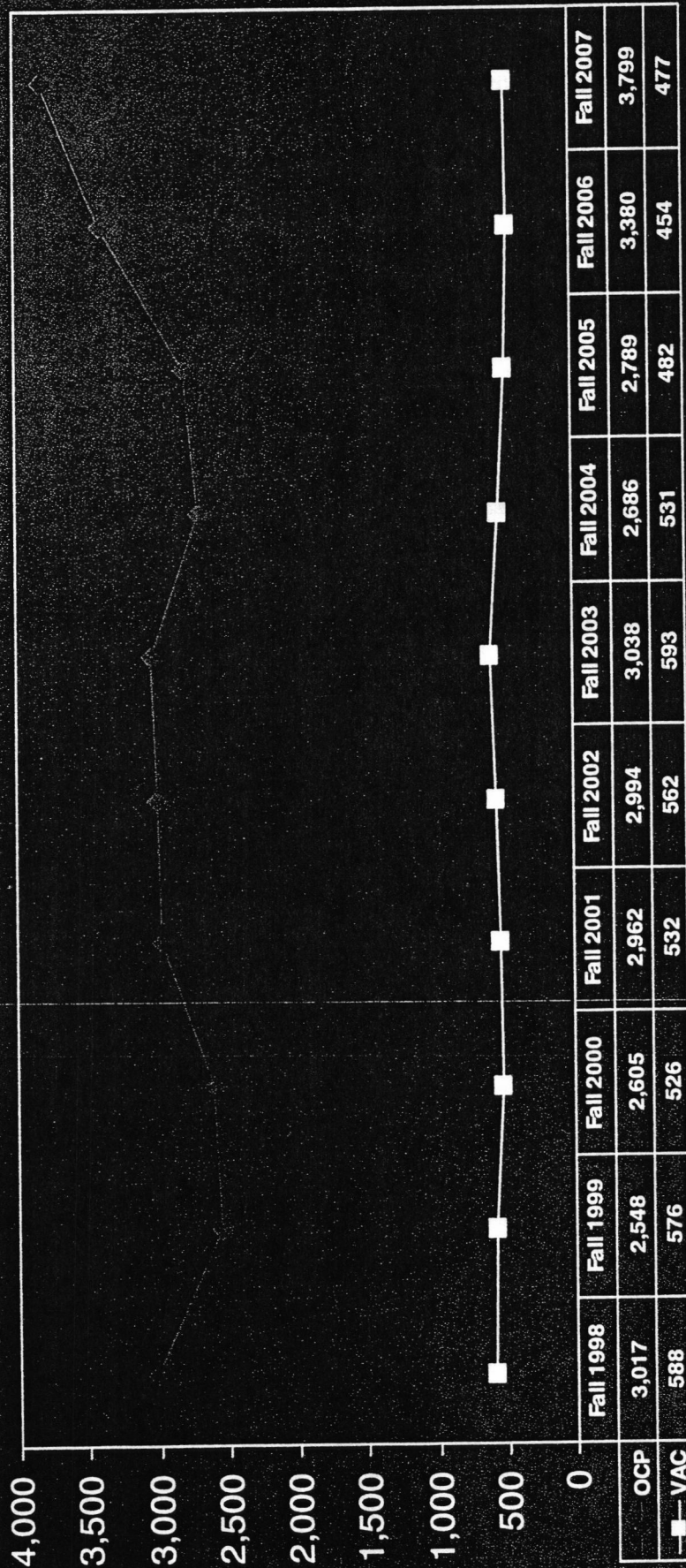


Off-Campus & Virginia Campus Programs

School and Program	Degree	DC	MD	VA	DL	Contract/MOU
		K St Hall of States Shakespeare Theatre DC	Pax River (SMHEC) Montgomery Co. Anne Arundel Co.	Hampton Roads VA Beach Richmond Alexandria AGEC Arlington GECA VAC Ashburn	Distance	Lockheed Martin Corp. Science Applications Int. C Orbital Sciences Nat. Geospatial Intel Agency Naval Surface Warfare Cntr Singapore Taiwan Air Force College of Jewish Studies Grants / Other
School of Engineering and Applied Science (SEAS)						
Aviation Safety & Security	Certificate				X	
Computer Science	MS				X	
Computer Security & Information Assurance	Grad Certificate				X	
Electrical & Computer Engineering	MS; DSc				X	
Engineering and Technology Management	Grad Certificate			X X		X
Engineering Management	MS		X	X X		X
Homeland Security Emergency Prep. Response	Grad Certificate			X		
IT for Justice & Public Safety	Grad Certificate				X	
Systems Engineering	DSc		X	X X		
Systems Engineering	MS				X	X X X X X X
Systems Engineering	Grad Certificate					X X X X X
Telecommunications and Computers	MS				X	
Telecommunications Networks	Grad Certificate				X	
Wireless and Mobile Networks	Grad Certificate				X	



Off-Campus and Virginia Campus Fall Semester Ten-Year Headcount



Notes: Data Exclude SMHS for Off-Campus

End of term for all years except '07 census (sixth week of classes)

Off-Campus Financial Results

FY 07

	FY 07 Final	
	Credit Hours	Tuition Revenue (\$ in Millions)
CCAS	4,297	2.4
CPS	5,583	3.2
GWSB	12,518	11.7
SEAS	13,826	10.6
GSEHD	19,313	9.8
TOTAL	55,537	37.7

Reflects end of term enrollment reported by the Office of Institutional Research for the Summer 2006, Fall 2006, and Spring 2007 terms.

Off-Campus Enrollment

Fall 07 vs Fall 06
Headcount by School

	Enrollment		
	Fall	Fall	Change
	2007	2006	# %
CCAS	257	247	10 4%
GSEHD	1,019	892	127 14%
SEAS	1,065	869	196 23%
SB	642	624	18 3%
ESIA	12	7	5 71%
CPS	416	326	90 28%
Non-Degree	292	338	-46 -14%
Total	3,703	3,303	400 12%

Note: Data as of census (sixth week of classes)



Virginia Campus Enrollment

Fall 07 vs Fall 06
Headcount by School

CCAS	2	-	2	
GSEHD	158	157	1	0.6%
SEAS	120	102	18	17.6%
SB	135	136	-1	-0.7%
ESIA	-	3	-3	-100%
SMHS	23	-	23	
CPS	5	-	5	
Non-Degree	36	40	-4	-10%
	479	438	41	9.4%

College of Professional Studies

Dean's Council Members

Carson, John	SB
Cushman, Charles	GSPM
Hahn, James	SEAS
Helgert, Hermann	SEAS
Knight, Melinda	CCAS
Lord, Kristin	ESIA
Marotta, Sylvia	GSEHD
Shotel, Jay (Chair)	GSEHD
Southby, Richard	SPHHS
Squires, Gregory	CCAS
Williams, Larry	SB
Yu, Larry	SB

College of Professional Studies: New Programs

Program	Lead Faculty	Organizational Partner
Healthcare Corporate Compliance	Phyllis C. Borzi Jacqueline Leifer	SPHS and Feldesman, Tucker & Leifer
Landscape Design	Adele Ashkar	Virginia Tech College of Architecture
Law Firm Management	Stephen R. Chitwood D. Jeffrey Lenn Jim Jones, Carl Leonard	Hildebrandt Institute
Middle-Grades Math	Daniel H. Ullman Curtis Pyke Florence Fasanelli	CCAS, GSEHD, American Assoc. Advancement of Science (AAAS)
Middle-Grades Science	William Parke Terry Hufford Ali Eskandarian	CCAS, GSEHD, American Assoc. Advancement of Science (AAAS)
Molecular Biotechnology	Mark Reeves Richard G. Donnelly Ali Eskandarian	CCAS, SB
Paralegal Studies	Toni Marsh	GW Law School
Police Science	Frederic Lemieux	Metro Area Police Sociology Dept.
Publishing	Arnold Grossblatt George Bozzini	World Bank
Strategic Public Relations	Donald Bates	THE COLLEGE OF PROFESSIONAL STUDIES
Sustainable Landscapes	Marion Clark	THE COLLEGE OF PROFESSIONAL STUDIES



College of Professional Studies

Program Development

	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007**
Landscape Design	84	131	132	156	143
Police Science		35	52	51	43
Middle-Grades Math (SP05)			34	33	30
Law Firm Management (SU05)			8	15	
Healthcare Corporate Compliance			13	28	23
Middle-Grades Science (SP06)				28	27
Legislative Affairs*				48	54
Pacs and Political Management*				18	17
Political Management*				198	174
Publishing				53	82
Paralegal Studies					42
Molecular Biotechnology					8
Sustainable Landscapes					10
Strategic Public Relations					15
Total	84	166	239	628	643

* Transferred from CCAS to CPS Spring 2006

** Census Data, Fall EOT will show additional new students



College of Professional Studies

New Programs Enrollment (Headcount)

Fall 2003 – Fall 2007



Fall 2007

Fall 2006

Fall 2005

Fall 2004

Fall 2003

Excludes GSPM programs transferred from CCAS



Financial Results Summary FY 07

(in thousands)

CPS Programs

Revenues	
Main Campus	3,310
Off Campus	3,226
Other	<u>46</u>
Total revenue	6,582

Expenses	
Faculty Compensation	1,455
Staff/Other	988
Benefits	<u>528</u>
Total Compensation	2,971

Financial Aid	57
Operating Expenses	<u>1,007</u>
Total expenses	4,035
Margin	2,547

Off-Campus Program Services

Expenses	
Staff Compensation	1,626
Benefits	<u>381</u>
Total Compensation	2,007

Operating Expenses	<u>1,244</u>
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Total Expenses	3,251
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Total off-campus revenues were approximately \$37.7 million, including \$34.5 million in schools other than CPS.

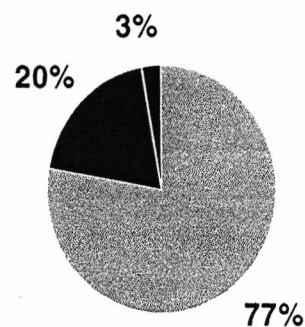


College of Professional Studies

Student Characteristics

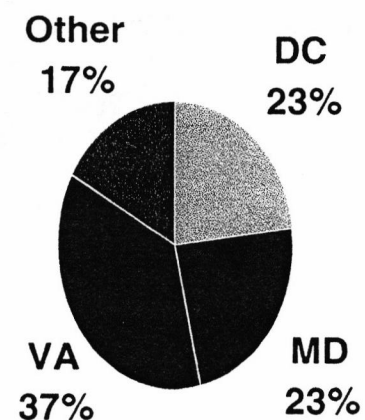
Fall 2007

**Highest Degree Earned by Master & Graduate Certificate Students
(n=314*)**



■ Bachelor's ■ Master's ■ Doct. & JD

**Residence
(n=398)**





College of Professional Studies

Student Characteristics

Fall 2007

(n=398*)

Average Age = 38

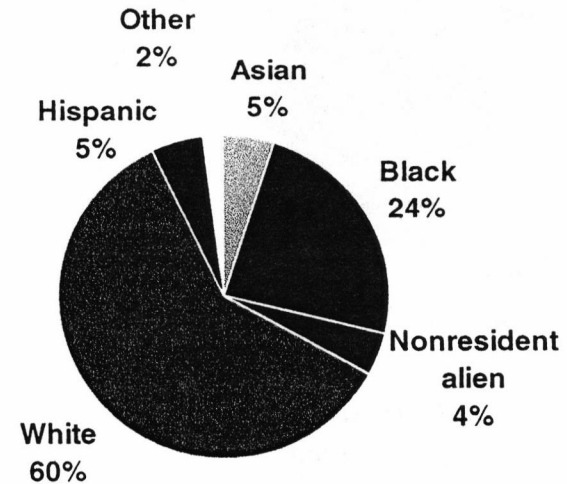
Master's	37
Graduate Certificate	37
Undergraduate Certificate	40

Gender

Female	278	70%
Male	120	30%

Ethnicity – Reported

n = 258





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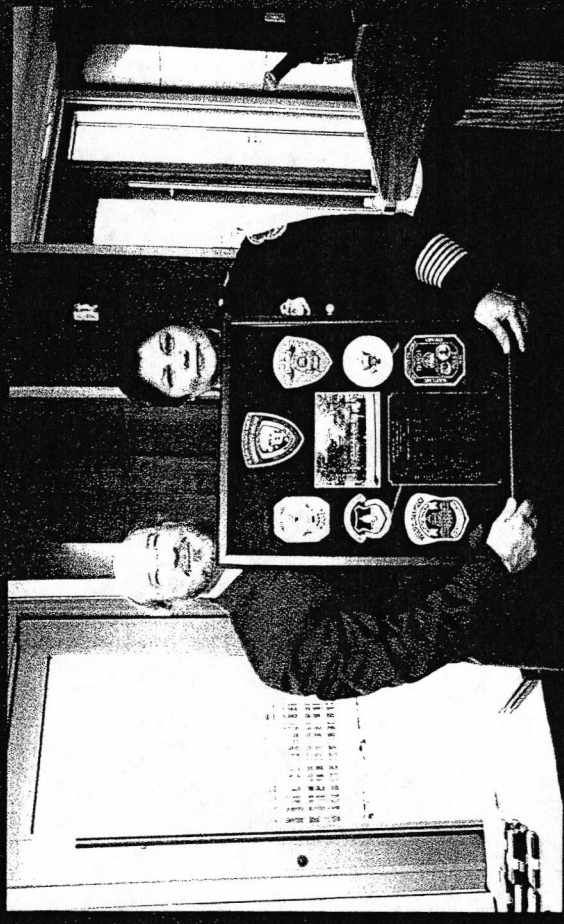
Saturday, October 27, 2007 • 10:00 am
Elliott School of International Affairs
City View Room • 7th Floor

CERTIFICATE COMPLETION RECOGNITION CEREMONY

Honoring those who have earned Certificates in

- Healthcare Corporate Compliance
- Landscape Design
- Law Firm Management
- Paralegal Studies
- Professional Service Firm Leadership
- Leadership Principles for Police P.O.s

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Strategic Priorities

CPS 2.0

- Develop New Programs
- Scale Existing Programs
- Advocate Regional Market Strategy
- Launch Adult Student Success Services
- Design Faculty Development Program
- Define Research Agenda
- Evolve CPS Organizational Culture

A Tribute to Gregory L. Ludlow
Professor of French and International Affairs, Emeritus

Professor Gregory L. Ludlow retired at the end of the 2006-07 academic year as Professor of French and International Affairs, Emeritus, following 35 years of service to the University.

Professor Ludlow studied for two years at the University of Strasbourg, France, and following two years of study at the University of Paris, received a Bachelor of Arts degree. He received his Ph.D. from McGill University in Montreal, Canada with a dissertation on *The Novels of Pigault-Lebrun*. He came to GW in 1973 as an Assistant Professor of French after teaching for five years at New York University. A well-known specialist in 18th century French literature, Professor Ludlow has published numerous articles and major essays in his field, as well as the book, *Representations of Ibero-America in Eighteenth-Century French Literature: From Conquest to Independence* (1995). He also has been particularly active in the Modern Language Association and The American Society for Eighteenth Century Studies.

Professor Ludlow also had a distinguished administrative career at GW, serving for eight years as Director of International Programs and Study Abroad. He also served five years as an Assistant Dean in Columbian College of Arts and Sciences, and for three years in the Elliott School of International Affairs, in which capacity he directed the University's Study Abroad programs. Professor Ludlow also served as Chair of the Department of Romance, German, and Slavic Languages and Literatures, and consistently fought for high standards in scholarship and pedagogy with energy and perseverance.

Professor Ludlow was elected to the Faculty Senate in 1996, and served two sessions. He chaired the Senate's Physical Facilities Committee, and served on several other Senate Committees: Administrative Matters as They Affect the Faculty; Admissions and Advanced Standing; Appointment, Salary, and Promotion Policies; and University and Urban Affairs.

The Faculty Senate congratulates Professor Ludlow on his being accorded emeritus status, thanks him, in particular, for his long service to the work of the Senate, and wishes him a very happy and rewarding retirement.

George Washington University Faculty Senate

Read into the record of the Senate Meeting held on November 9, 2007

A Tribute to John E. Ziolkowski
Professor Emeritus of Classics

Professor John E. Ziolkowski received a B. A. in Greek from Duke University in 1958 and a Ph.D. in Classics from the University of North Carolina at Chapel Hill in 1963.

Professor Ziolkowski served The George Washington University for two-score years, to paraphrase his beloved Gettysburg Address. In 1967 he was appointed Assistant Professor of Classics, promoted to Associate Professor in 1973, and promoted to Professor in 1983. He taught courses in both Latin and Greek language at all levels as well as a great variety of Classics courses in English translation; he also participated regularly in team-taught interdisciplinary courses in the Humanities program. For twenty years, he generously and ably served as Chair of the Department of Classics, now Classics and Semitics, including a marathon seventeen-year term early in his GW career.

"Dr. Z.," as generations of students called him, was a valued teacher, mentor and friend, as well as a dedicated and patient advisor to freshmen and to majors in Classics and in the interdisciplinary Liberal Arts program. His career is an extraordinary example of the triple commitment to teaching, scholarship and service aspired to by all faculty members but attained by only a few. His research on the classical tradition of the funeral oration, on ancient musical instruments, and on the classical roots of American culture resulted in three books and twenty-five scholarly articles, countless lectures and frequent tours of classical Washington enjoyed by GW students and visitors as well as colleagues in the profession.

John Ziolkowski was a member of the Faculty Senate for twelve years, chairing the Senate Committees on University Objectives, on the Bookstore, on the Libraries, on Research, and on Education and Admissions Policy; he served as Secretary of Columbian College for seven years and on numerous College committees, including the Dean's Council and the Curriculum Committee. He also served as an officer and president of local, regional and national scholarly associations.

Although John Ziolkowski retired formally at the end of the last academic year, his influence and inspiration as teacher, mentor, colleague and friend will enrich the lives of legions of his friends among faculty, students and alumni for many years to come. His was a harmonious presence, reflected in his continuing involvement with study and informal performance in the Department of Music throughout his career.

We thank John Ziolkowski for his many years of distinguished service to the University and wish him rich experiences as his life's journey continues.

Respectfully submitted,
Elizabeth A. Fisher
November 9th, 2007

Read into the record of the Faculty Senate meeting held on November 9, 2007

REPORT OF THE EXECUTIVE COMMITTEE

Lilien F. Robinson, Chair

November 9, 2007

On behalf of the Executive Committee, I have the following report:

ACTIONS OF THE EXECUTIVE COMMITTEE

Resolutions:

The Executive Committee hopes to present a resolution at the December meeting on "secondary appointments." Professor Wilmarth, who is preparing the resolution, will be consulting with the Committee on Professional Ethics and Academic Freedom.

Resolution 07/2 "A Resolution to Amend the Faculty Organization Plan with Regard to the Composition of the Faculty Senate, passed by the Faculty Assembly on September 10 was approved by the Board of Trustees at its meeting of October 19.

Other Actions:

School of Public Health and Health Services Faculty Code Compliance

The Executive Committee has continued to follow up on the progress of the School's development of a plan which would bring it into compliance with respect to Faculty Code requirements regarding the ratio of tenure to non-tenure accruing faculty. Through discussion with Vice President Lehman the Committee's understanding is that in developing a plan one of the avenues being considered by Dean Katz is the conversion of contract lines to tenure lines. This type of action would require national searches to fill the newly created tenure lines.

Steering Committee on Undergraduate Curriculum Review

As indicated at the Faculty Senate's September meeting, the Charge to the Steering Committee was to be prepared by the Executive Committee and Vice President Lehman. The Executive Committee has transmitted to Vice President Lehman its recommendations with respect to the content of the Charge.

Our understanding is that once each of the five Schools has transmitted the name of their elected representative, Vice President Lehman will work with the Executive Committee to finalize the charge for transmittal to the Co-Chairs of the Steering Committee.

OTHER MATTERS

Regulatory Compliance Help and Referral Line Inquiries and Allegations

The Executive Committee received and reviewed the Executive Summary of the Compliance Help and Referral Line allegations and inquiries. The Committee

concluded that the reported issues, mostly related to the staff, had been addressed appropriately.

Status of the Implementation of University Emergency Plans

The Executive Committee received a briefing from Vice President Lehman with respect to the progress being made with respect to establishing emergency plans in the academic and administrative units. He reported that one about one-half of these now have devised plans.

Luncheon Meetings with Committee Chairs

The Chairs of Senate Standing Committees joined the Executive Committee in luncheon meetings during the month of October. The consensus was that these were an excellent opportunity for informal discussion of a variety of matters representing the ideas of the Chairs as well as reflecting suggestions, responses and concerns of their Schools.

PERSONNEL MATTERS

One grievance, in the School of Engineering and Applied Sciences, continues in mediation.

NEXT MEETING OF THE EXECUTIVE COMMITTEE

Please note that because of the Thanksgiving holiday, the Executive Committee meeting will take place on Friday, November 30, at 10 am. Resolutions, reports and any other matters should be submitted in advance of that date.

FACULTY SENATE REPORT

October 7, 2007

Since the last report to the Committee on Academic Affairs, the Faculty Senate has met twice, on May 11 and September 7.

ACTION ITEMS

Resolutions

A Resolution of Appreciation

At its May meeting the Faculty Senate passed a resolution of appreciation with respect to President Stephen Joel Trachtenberg.

A Resolution to Amend the Faculty Organization Plan with regard to the Composition of the Faculty Senate

Presented by the Executive Committee of the Faculty Senate, this resolution provides for a second seat on the Faculty Senate for the School of Public Health and Health Services.

The addition of a seat was occasioned by term limits on the Executive Committee of the Faculty Senate. One representative from each school is elected to a one-year term. There is a three-year consecutive term limit. With only one representative on the Faculty Senate from the School of Public Health and Health Services continuous representation on the Executive Committee would be denied the School.

Because this necessitates a change to the Faculty Organization Plan, the resolution was placed before the Faculty Assembly, which approved it. It has been transmitted to President Knapp for his recommendation to the Board of Trustees.

A Resolution on Establishing a Steering Committee on Undergraduate Curriculum Review

This resolution is a follow up on the resolution that the Faculty Senate adopted in March 2007. In that resolution the Senate recommended that the faculties of the several schools undertake a comprehensive review of their respective curricula before making any decisions on the proposed 4x4 curriculum "scenario."

Presented by the Executive Committee and approved by the Faculty Senate, the resolution recommends the next step. It proposes a comprehensive curriculum review by the faculty and the academic deans of the five schools concerned with undergraduate education (Columbian College, the Elliott School of International Affairs, the School of Engineering and Applied Science, the School of Business, and the School of Public Health and Health Services).

Further, it proposes the establishment of a Steering Committee of fifteen members: five deans, five faculty members elected by the Senate, and five faculty members, each elected in her/his school.

The Steering Committee would undertake a comprehensive review and evaluation of the University's undergraduate curriculum and, based on that review, issue recommendations for revisions to that curriculum consistent with the University's stated aspirations for academic excellence.

The Steering Committee would work in concert with each of the standing or specially established School committees undertaking the comprehensive review of its School curriculum.

PERSONNEL MATTERS

Grievances

There is one grievance in process. It is in the School of Business and is on appeal.

REPORTS

Update on the School of Engineering and Applied Science

The Faculty Senate has continued its program of reports from the academic deans on their respective schools. In May Dean Tong provided an update on the School of Engineering and Applied Science.

FACULTY SENATE COMMITTEE ASSIGNMENTS

Matters being considered by Faculty Senate Standing Committees include the following:

Committee on Professional Ethics and Academic Freedom

- Examination of Faculty Senate membership in terms of proportionate representation with respect to the individual schools
- Review of the AAUP report on Academic Freedom in the Classroom
- Consideration of the possibility of establishing an elected all-University Faculty Committee to serve as the final review board in nonconcurrence cases (administration nonconcurrences with faculty personnel recommendations)

Committee on Appointment, Salary, and Promotion Policies

-Review of the report of the University's Parental Leave Task Force, which was charged with examining the University's parental leave policies and, jointly with the Committee on Professional Ethics, craft the language for insertion in the Faculty Code and the Faculty Handbook

-Investigation of investment options other than TIAA/CREF available at market basket schools

Committee on Educational Policy

-Review of a draft report on plagiarism provided by Vice President Sigelman

Committee on Faculty Development, including Academic and Administrative Support

-Begin preparation of the 2007 report on recruitment and retention of minority and women faculty

Committee on Fiscal Planning and Budgeting

-Continuation of monitoring of the operating and five-year capital budget

-Continuation of participation on the University's Budget Working Group

Committee on Libraries

-Jointly with the Fiscal Planning and Budgeting Committee, development of a plan to bring the collections budget to a level equal to the average level of collections expenditures of market basket schools

Joint Committee of Faculty and Students

-Review of the Code of Academic Integrity

Respectfully Submitted,

Lilien F. Robinson, Chair
Faculty Senate Executive Committee

Enclosures

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THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON, D.C.

The Faculty Senate

October 31, 2007

The Faculty Senate will meet on Friday, November 9, 2007, at 2:10 p.m. in the State Room, 1957 E Street, N.W., 7th Floor

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of September 7, 2007
(minutes previously distributed)
3. Introduction of Resolutions
4. Annual Report on the College of Professional Studies: Dean Roger Whitaker
5. General Business
 - (a) Nomination for election to the Steering Committee on Undergraduate Curriculum Review: Brian L. Biles (School of Public Health and Health Services)
 - (b) Nominations for election to Senate Standing Committees:
Appointment, Salary, and Promotion Policies: Murli M. Gupta, Acting Chair; Margaret M. Plack and Moses S. Schanfield, members; Physical Facilities: Mark Starik
 - (c) Report of the Executive Committee
 - (d) Tributes to retiring faculty
 - (e) Chair's Remarks
6. Brief Statements (and Questions)
7. Adjournment

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary

